

SECRETARY-GENERAL'S PEACEBUILDING FUND



PROJECT DOCUMENT

Country: Guinea-Bissau	
Project Title: Secretariat Project: Support to Project Coordination and Monitoring of the United Nations Peacebuilding Fund (PBF) Projects in Guinea-Bissau	
Project Number from MPTF-O Gateway: 00119443 - PBF/GNB/H-1	
PBF project modality: ☐ IRF ☒ PRF	If funding is disbursed into a national or regional trust fund: ☐ Country Trust Fund ☐ Regional Trust Fund Name of Recipient Fund:
List of all agencies benefiting from PBF funds (starting with lead agency), type of organization (UN, NGO etc.): UNDP	
Other implementing partners (governmental or non-governmental): - Ministry of Foreign Affairs, International Cooperation, and Communities of Guinea-Bissau - Ministry of Economy, Planning and Regional Integration - Interpeace, Voz di Paz	
Expected project commencement date¹: 15 January 2020 Project duration in months:² 78 + 6 = 84 months - New end date: 31 December 2026 Initial project duration: 15 January 2020 – 30 June 2022 = 30 months Cost extension 1: July 2022 to 30 June 2024 = 24 months Cost extension 2: 1 st July 2024 to 30 June 2026 = 24 months No cost extension 3: 1 st July 2026 to 31 December 2026 = 6 months	
Geographic areas of project implementation: Nation-wide	
Does the project fall under one of the specific priority windows of the PBF: ☐ Initiative to promote gender equality ☐ Youth Promotion Initiative ☒ Transition between different UN configurations (e.g. disengagement from a peacekeeping mission) ☐ Cross-border or regional project	
Total PBF project budget* (by recipient organization starting with Lead): Original budget: UNDP: \$ 799,611 Cost Extension 1 (2022): UNDP: \$ 1,163,381 Cost Extension 2 (2024 - 2026): UNDP: \$ 1,183,698 No Cost Extension 3 (July – Dec 2026): \$ ----0----- Total budget = UNDP: \$3,146,690 <i>*The overall approved budget and the release of the second and any subsequent tranche are conditional and subject to PBSO's approval and subject to availability of funds in the PBF account</i>	

¹ Note: actual commencement date will be the date of first funds transfer.

² Maximum project duration for IRF projects is 18 months, for PRF projects – 36 months.

Any other existing funding for the project (amount and source):					
PBF 1st tranche:	PBF 2nd tranche*:	PBF 3rd tranche*:	PBF 4th tranche*:	PBF 5th tranche*:	PBF 6th tranche*:
UNDP: \$319,844	UNDP: \$479,767	UNDP: \$698,029	UNDP: \$465,352	UNDP: \$ 591,849	UNDP: \$ 591,849

One sentence of project description:
The project provides the coordination, strategic oversight, and technical support required for the effective design, implementation, monitoring, and evaluation of the Peacebuilding Fund portfolio in Guinea-Bissau. It strengthens the capacity of recipient organizations and national counterparts through tailored technical assistance on peacebuilding approaches, results-based management, monitoring and evaluation, knowledge management, and strategic communications, while promoting learning and the production of evidence-based knowledge products.

The project also supports the functioning of the Joint Steering Committee and the Joint Technical Committee, enabling them to provide strategic guidance, oversight, and accountability for PBF investments in close collaboration with the Government, civil society, and development partners. Furthermore, it promotes strengthened coordination and policy dialogue among stakeholders, underpinned by robust conflict analysis, evidence generation, and knowledge sharing to enhance coherence, strategic decision-making, and the collective impact of peacebuilding interventions.

Summarize the country consultation mechanism and the process to endorse the project prior to submission to PBSO, including through review/consultation of the PBF Steering Committee, as appropriate.
The project has been designed through an inclusive consultative process involving the Office of the Resident Coordinator, the United Nations Country Team, the Ministry of Foreign Affairs, International Cooperation and Communities, the Ministry of Economy, Planning and Regional Integration, and the United Nations Peacebuilding and Peace Support Office. It reflects the priorities and recommendations emerging from these consultations, is fully aligned with the Government's new National development plan, and is informed by the findings of the updated conflict analysis conducted as the evidence base for the development of the Peacebuilding Strategic Results Framework.

Project Gender Marker Score: 2. Estimated 45.01% or US\$ 1,416,331.43

- **Score 3** for projects that have gender equality as a principal objective (minimum of 80% of total budget going to gender equality and women's empowerment (GEWE))
- **Score 2** for projects that have gender equality as a significant objective (minimum of 30% of the total budget going to GEWE)
- **Score 1** for projects that will contribute in some way to gender equality, but not significantly (less than 15% of the total budget going to GEWE)

Specify % and \$ of total project budget allocated to activities in direct pursuit of gender equality and women's empowerment: at least 15%

Project risk marker score: 0
0 = low risk to achieving outcomes
1 = medium risk to achieving outcomes
2 = high risk to achieving outcomes

Select PBF Focus Areas which best summarizes the focus of the project (<i>select ONLY one</i>): <u> 4.3 </u> (1.1) SSR; (1.2) RoL; (1.3) DDR; (1.4) Political Dialogue; (2.1) National reconciliation; (2.2) Democratic Governance; (2.3) Conflict prevention/management; (3.1) Employment; (3.2) Equitable access to social services (4.1) Strengthening of essential national state capacity; (4.2) extension of state authority/local administration; (4.3) Governance of peacebuilding resources (including PBF Secretariats) If applicable, the result of the UNSDCF to which the project contributes: By 2026, people in Guinea Bissau enjoy improved democratic governance, peace and the rule of law and their basic needs are met. If applicable, Sustainable Development Objective to which the project contributes: ODD 16	
Type of submission: New project ☐ Project amendment ☒	If it is a project amendment, select all changes that apply and provide a brief justification: Extension of duration: ☒ 6 months, until 31 December 2026 Change of project outcome/ scope: ☐ NO Change of budget allocation between outcomes or budget categories of more than 15%: ☐ NO <u>Justification for June 2026 No Cost Extension</u> In June 2024, a project cost extension was approved, providing an additional USD 1,183,698 to finance the operations of the PBF Secretariat for the period July 2024–June 2026. The additional resources were intended to consolidate the Secretariat's capacity to effectively coordinate and oversee the PBF portfolio. Key investments included: (i) the recruitment of two additional National Officer positions, a Monitoring, Evaluation and Reporting Analyst (NOB) and a Knowledge Management and Communication Analyst (NOB); (ii) the conversion of the Administrative Assistant and Driver positions from NPSA to Fixed-Term appointments to ensure greater continuity and institutional capacity; (iii) the strengthening of portfolio coordination, monitoring, strategic communications, and visibility; and (iv) technical support for the development of Guinea-Bissau's Peacebuilding Strategic Results Framework (SRF). The implementation of these activities was, however, significantly affected by the country's recurrent political instability, culminating in the unconstitutional change of government on 26 November 2025. The resulting operating environment constrained engagement with national counterparts, delayed the functioning of the portfolio governance mechanisms, and reduced opportunities to implement several coordination and oversight activities as originally planned. Consequently, several planned activities were implemented later than anticipated. The Joint Steering Committee convened only once a year, while the Joint Technical Committee, a key coordination and accountability mechanism, was formally established only in March 2025. Similarly, joint monitoring missions with Government counterparts were conducted only once annually, instead of the two missions envisaged under the project. Recruitment

of the two additional Secretariat staff members, originally planned for August 2024, was completed only in May 2025, resulting in a significant delay in strengthening the Secretariat's operational capacity. Furthermore, the planned conversion of the Administrative Assistant and Driver positions to Fixed-Term appointments has not yet been completed.

These implementation delays have generated a projected unspent balance of approximately USD 400,000 as of 31 May 2026. The remaining funds do not reflect implementation shortfalls but rather the prudent management of resources in a context where several planned expenditures could not be incurred as originally scheduled due to circumstances beyond the project's control.

The proposed No-Cost Extension until 31 December 2026 will enable the Secretariat to fully utilize the remaining resources to complete the activities originally approved under the project while ensuring uninterrupted coordination, oversight, monitoring, and technical support to the PBF portfolio during a critical phase of peacebuilding programming. The extension will also allow the Secretariat to consolidate the operationalization of the Joint Technical Committee, strengthen portfolio monitoring and knowledge management, and support the finalization and operationalization of the Peacebuilding Strategic Results Framework.

The proposed no-cost extension does not entail any changes to the project's development objective, outcomes, outputs, activities, implementation arrangements, or budget allocation. It extends the implementation period to ensure the efficient utilization of the approved resources and the full delivery of the project's intended results.

Justification for 2024 Cost Extension

The 2024 Cost Extension is for 2 years, in order to ensure the continuity of the strategic role of the PBF Secretariat in the country with regard to supporting strategic PBF programming in Guinea Bissau, in close collaboration with the RCO and UN Agencies Funds and Programmes, as well as in close consultation with Government and civil society actors and other development partners such as IFIs. This Cost Extension includes the following changes regarding the Secretariat composition and some contract modalities:

- The Monitoring Evaluation and Reporting Specialist contract modality will be a NO-B instead of IUNV (this position already existed) :
- The position of National Knowledge Management & Communication Officer is created in the framework of this Cost Extension, with the NOB contract.
- The contract modality for the Administrative and financial assistant, as well as the driver, will change from a service contract to fixed-term assignment (FTA).

These changes mean that the budget category '*1. Staff and other personnel*' now represent 50% of the total budget (whereas it represented 40% in the previous 2022

approved budget). Such increase is also due to the increase in salaries for the above-mentioned positions, based on UNDP proforma standard costs.

The revision includes also new budget lines for:

- PBSO technical support mission: US\$ 16,160
- The facilitation of quarterly coordination meetings with RUNOS, NUNOs and CSO counterparts: \$30,000 – in order to further strengthen joint programming dynamics as well as to enhance synergy-building and cross-learning between PBF project teams. The provision of capacity-building support to the Government Unit to be established under the Ministry of Foreign affairs to oversee the PBF portfolio and UNSDCF implementation: \$25,000.
- Communication and visibility materials US\$ 50,000 – this will notably include printed and high-visibility materials (kakemono, brochures, leaflets) as well as awareness-raising events on PBF specific mandate and support
- Development of a Strategic Results Framework for more strategic and coherent peacebuilding support: US\$ 100,000 – this will include support to the update of the Conflict and Development Analysis building on nationwide consultations, joint analyses and multi-stakeholder engagement.

These new activities result in a 65% increase in the "4. Contractual services" budget line.

Additional PBF budget: ☒

The 2024 Cost Extension will cover two years of the Secretariat's operations, including a strengthened PBF Secretariat team. The budget requested for this new Cost Extension phase (2024 – 2026) is US\$1,183 698

Brief justification:

The 2024 - 2026 Cost Extension (CE) is intended to facilitate continued support by the PBF secretariat to the Resident Coordinator's Office, UNCT and the Government with regard to fulfilling its strategic role of coordinating monitoring and evaluation reporting and oversight of the PBF portfolio in Guinea-Bissau during 2024-2026 period, considering the significant increase in the number of projects approved³ and those in the pipeline that will contribute to responding to the call from the Chair of Guinea-Bissau Configuration in the Peacebuilding Commission for the Member States to provide support to the UN Country Team to continue implementing fully and effectively the country's peacebuilding priorities, and in accordance with the newly established PBF Joint Steering Committee.

This cost extension will allow the PBF Secretariat to continue ensuring programme quality and coherence of the PBF portfolio in line with the 2020 Peacebuilding Priorities (as approved in the conflict analysis by the Government and the UN), and

³ The current PBF active portfolio comprised of 7 operational projects and the Secretariat, amounting to a total budget of 22 million US\$.

the joint decision by the UN in 2022 to prioritise five overarching peacebuilding priority areas on the basis of the post UNIOGBIS conflict analysis. However, in view of recent political changes and on-going conflict and risks analyses conducted by the UN RCO and partners, it also appears to be crucial and timely to rethink the PBF investment strategy in order to better target the aim of PBF investments within the broader landscape of partners. Therefore, building on additional discussions with the in-coming RC (July 2024), the UNCT and PBSO, the PBF Secretariat will seek to develop a Strategic Result Framework, based on an inclusive and participatory approach with all stakeholders, to rethink and re-define the strategic vision for PBF investments in Guinea Bissau.

Such strategic thinking and planning exercise should also build on the key findings and recommendation of the PBF Portfolio Evaluation to be conducted in 2025, which will also require strong coordination support from the PBF Secretariat, to facilitate in-country consultations as well as data management.

During this 2024 – 2026 Cost Extension period, the Secretariat will continue to support the development of annual work and M&E plans for ongoing projects and the development of new projects tools, Annual work plan (AWP) and budget, M&E plans, communication, and visibility plans, as well as joint activity plans for ongoing projects and those to be approved later this year. The project will also work to provide improved data on conflict trends and local actors working on peacebuilding matters to UN Agencies, CSOs, and Government, facilitating improved programming and monitoring and will also aim to identify some high-level indicators of progress regarding the UN peacebuilding priorities to which the PBF is contributing to enable progressive measurement of portfolio level and higher-level change that the PBF is contributing to.

The 2024 – 2026 Cost Extension period includes the new budget of \$1,183 698. Such estimate has been prepared based on the considerations highlighted in the justification segment of the project CE, as well as based on the carry over balance of the previous CE phase (2022 – 2024).

The major changes for the 2024-2026 CE period are:

1/ PBF Secretariat staffing structure and contract modalities:

- Up to 31st of October 2023, PBF Secretariat staff consisted of an international UNV Monitoring, Evaluation, and Reporting Specialist, an Administrative and Finance Assistant, and a driver. The previous National Coordinator left in December 2022.
- The 2024 - 2026 cost extension will include the following positions:
 - o A PBF Secretariat Coordinator, P4: this position was established during the previous 2022-2024 Cost Extension (CE) phase but remained vacant until October 2023;
 - o A national Monitoring, Evaluation, and Reporting analyst: this position existed in the framework of the previous 2022-2024 CE phase but the contract modality changed, from International UNV to National NOB

	with FTA contract; ○ A Knowledge Management & Communication analyst NOB: this is a new position; ○ An Administrative and Finance Assistant (this position existed in the previous 2022 2024 CE phase). The contract modality will change from service contract to FTA; ○ A driver (this position existed in the previous 2022 2024 CE phase). The contract modality will change from service contract to FTA. The 2024 – 2026 CE period will include the following PBF Secretariat composition: 1 Coordinator, 1 M&E analyst, 1 Knowledge Management and Communications Analyst, 1 Administrative and Finance Assistant, and 1 Driver. The total staff budget as indicated in the budget file also considers security and clinic costs for staff. 2/ The portfolio strategic oversight and governance: The existing Joint Steering Committee has been established in June 2021 to oversee the implementation of both the UNSDCF and PBF portfolios. A specific PBF technical committee was set up in July 2024, including representatives from the Government, civil society organizations, and recipient organizations, to monitor project implementation and ensure quality control. The technical committee will hold quarterly workshops and be supported by the Secretariat budget. In addition, to strengthen national ownership, discussions are ongoing with the Government to set up a specific inter-ministerial Committee, including the Ministry of Foreign Affairs, International Cooperation, and Communities; the Ministry of Economy, Planning and Regional Integration and sectoral ministries to ensure the technical monitoring PBF projects. This unit will require capacity-building efforts to be operational. 3/ Portfolio-level data collection: As part of this 2024 – 2026 Cost Extension, we will conduct a perception survey to assess the impact of PBF projects. Additionally, we will conduct specific studies on certain conflict drivers, such as radicalization and violent extremism, to improve conflict analyses and better target interventions. This data collection will also inform the Strategic Result Framework (SRF) process. 4/ Development and implementation of a PBF Strategic Result Framework (SRF): The Peacebuilding Commission Configuration has been covering Guinea-Bissau since 2007. It serves as a platform for the Government of Guinea-Bissau and its partners to discuss the challenges and to mobilize international and regional support for the country's peacebuilding and development priorities. Until now, the country has not undergone through an eligibility process that involves a participatory conflict analysis and the identification of peacebuilding priorities. At present, programmatic decisions are mainly based on the 2020 UNIOGBIS conflict analysis, which needs to be updated. To refine key peacebuilding priorities and strengthen a multi-stakeholder high-level strategic planning process, a Strategic Results Framework (SRF) will be developed in a participatory manner with all stakeholders. A budget of \$100,000 is included in this 2024 2026 Cost Extension
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for the SRF. The PBF Secretariat will support the UN RC to solicit other partners (including UN AFP, PBSO HDDP Facility, the DPPA/UNDP Joint Programme as well as DPPA/WAD) to technically and financially support the joint analysis process.

5/ Establishment of an interministerial technical committee to oversee the PBF portfolio: In Guinea-Bissau, the Joint steering committee established in 2021 is responsible for the strategic monitoring of both UNSDCF and PBF. To address the specificities of PBF and promote national ownership, a joint technical committee will be established. This committee will include representatives from the Ministry of Foreign Affairs, International Cooperation, and Communities, the Ministry of Economy, Planning and Regional Integration, the Ministry of Territorial Administration and Local Development and PBF Secretariat. This joint technical committee will also involve sectoral ministries according to the project portfolio content. The project will provide support for the operationalization of this technical committee.

6/ Communications, visibility and partners/donors relations:

While efforts are currently underway to increase awareness of PBF investments in Guinea-Bissau, there is still a critical need to enhance understanding on PBF mandate and processes, in order to, in fine, support better and greater cooperation and coordination with other partners as well as to have more strategic, impactful and coherent programming under the Development / Peacebuilding intersection. A Knowledge Management and Communication Analyst will be hired to develop and implement a comprehensive communication action plan which will seek to i) raise awareness on PBF mandate and support; ii) enhance understanding around such mandate and support, iii) mobilize additional technical and financial support for peacebuilding in the country. A budget of \$50,000 has been allocated to support RUNOs in project communication strategies and produce communication and visibility materials.

The additional Cost Extension budget required is \$1,183,698 for the period June 2024 to June 2026 to cover these new budget lines and the regular running costs of the PBF Secretariat.

PROJECT SIGNATURES:

Recipient Organization(s)⁴ <i>Carlos Dinis</i> <i>UNDP Resident Representative a.i.</i> Signature:  Name of Agency: UNDP Date & Seal: 3/7/2026 	Representative of National Authorities Signature Minister of Foreign Affairs, International Cooperation, and Communities Date & Seal
Head of UN Country Team <i>Inoussa Kabore</i> Signature:  UN Resident Coordinator a.i. Date & Seal: 06/07/2026 	Peacebuilding Support Office (PBSO) for <i>Elizabeth Spehar</i> Signature:  Assistant Secretary-General for Peacebuilding Support Date & Seal: 6 July 2026

GB

⁴ Please include signature block for each direct recipient organization under this project.

I. PEACEBUILDING CONTEXT AND RATIONALE FOR PBF SUPPORT

a) Country context

Guinea-Bissau is a small coastal state in West Africa, covering approximately 36,125 square kilometers, including the Bijagós archipelago of 88 islands and islets, of which approximately 20 are inhabited. The population is estimated at 2.2 million for 2024, with 38 percent of inhabitants under 15 and approximately 46 percent residing in urban areas. The country is ethnically diverse, comprising more than 41 ethnic groups, including the Fula, Balanta, Mandinga, Manjaco, and Pepel.

Guinea-Bissau ranks 174th out of 193 countries on the 2025 Human Development Index and is classified as both a Least Developed Country and a Small Island Developing State. Multidimensional poverty affects 64.4 percent of the population, rising to 81 percent in rural areas. Life expectancy at birth is approximately 64 years. Maternal mortality reached 343 deaths per 100,000 live births in 2024. Primary school completion stands at 27.5 percent nationally and approximately 14 percent in rural areas. Youth unemployment is 19 percent, with underemployment above 60 percent; 36 percent of young people and 44 percent of young women are out of the school system, employment, or training. Gender inequality is pronounced: the country ranks 166th on the 2023 Gender Inequality Index and 159th out of 181 countries on the Women, Peace and Security Index.

The economy is among the least diversified in the world. Nominal gross domestic product is estimated at approximately USD 1.95 billion in 2025, with real growth of 5.5 percent supported by a strong cashew campaign. Raw cashew nuts account for between 90 and 98 percent of merchandise exports and provide primary cash income for approximately 120,000 smallholder farming households. Fisheries are estimated to represent approximately 20 percent of GDP.

Guinea-Bissau is classified as a fragile and conflict-affected state on the World Bank's FY26 Fragile and Conflict-affected Situations list and on the OECD States of Fragility list, with high scores on both political and security dimensions. It is rated the worst-performing ECOWAS country on the 2023 Ibrahim Index of African Governance. The Transparency International Corruption Perceptions Index scored the country 21 out of 100 in 2025.

Since independence in 1974, the country has experienced five successful coups and at least 13 additional coup attempts. On 26 November 2025, an unconstitutional change of government interrupted a general electoral process. The transitional authorities announced a 12-month transition period with elections scheduled for 6 December 2026 and adopted a transitional charter on 10 December 2025, creating a National Transitional Council. Guinea-Bissau was subsequently suspended from ECOWAS, the African Union (AU), and the Community of Portuguese Language Countries (CPLP). The AU Peace and Security Council has called for the full, timely, inclusive, and transparent implementation of the transitional roadmap and for elections to proceed on 6 December 2026.

b) Updated Conflict Analysis

The conflict analysis was conducted between October 2025 and May 2026 as the evidence base for the Peacebuilding Strategic Results Framework 2027-2031. The analysis updates the 2020 UNIOGBIS conflict analysis and deepens its subnational, gender-differentiated, and political economy dimensions.

The analysis identifies four structural root causes that have persisted and deepened since 2020. First, **historical and geopolitical legacies** continue to shape the conflict system: the extractive colonial model, the constitutional entrenchment of the armed forces' liberation-era role, and the externalisation of elite political legitimacy sustain a state apparatus historically oriented toward rent extraction rather than domestic accountability. Guinea-Bissau's political class has historically derived legitimacy from external actors including regional organizations, bilateral donors, and international financial institutions, creating incentive structures that prioritize external recognition over internal accountability. This dynamic has been compounded by a constitutional framework that creates persistent ambiguities in the division of executive powers, providing recurring pretexts for political and institutional crises.

Second, an **undiversified and extractive economic system** perpetuates instability. Near-total dependence on raw cashew exports concentrates economic vulnerability at the producer level, while most value is captured at the trading and export stages. A rentier economy organized around cashew revenues and the appropriation of public resources through political office drives elite competition. International assessments also draw attention to the country's exposure to transnational organized crime and to illicit financial flows, which independent estimates place at a level broadly comparable to the country's SDG financing gap. These dynamics pose risks to institutional integrity and to the consolidation of accountable governance.

Third, **incomplete state-building and a zero-sum political culture** generate recurrent institutional crises. Constitutional ambiguities in the division of executive powers, the absence of political decentralization despite existing legal frameworks, and a winner-takes-all approach to political competition have prevented successive governments from completing reform agendas. The state apparatus is heavily concentrated in Bissau, with minimal service delivery outside the capital; 63 percent of conflicts are resolved through informal mechanisms, with traditional authorities involved in 17 percent of cases and police in effectively zero percent. Political parties number over 30 and are organized primarily around personality-based coalitions rather than programmatic platforms, contributing to endemic fragmentation and short electoral horizons that discourage long-term institutional investment.

Fourth, **persistent political-military interdependence** rooted in the armed forces' liberation-era legitimacy has produced five coups since independence and sustained resistance to defense and security sector reform. Resistance to defense and security sector reform remains a structural challenge with direct implications for institutional stability, as underscored in consultations during the June 2026 mission, which emphasized that recruitment, training and promotion systems within the security and public administration sectors require reform if political competition is to become less of a contest for control over institutions.

The updated analysis situates these root causes within the trajectory established by the 2020 UNIOGBIS conflict analysis, which identified the above four structural root causes and three primary drivers of instability (state fragility and weak governance, impunity, and transnational organized crime). At the same time, the updated analysis identifies several new or significantly intensified proximate drivers that were not prominent in the 2020 analysis, requiring a corresponding expansion of the response strategy.

The most acute new proximate driver is the severe and accelerating contraction of civic space. Monitoring data covering 2023 to 2025 document 93 cases of repression of press and expression freedoms, 79 bans on peaceful demonstrations, and 239 cases of arbitrary detention. Independent media outlets face financial pressure, administrative harassment, and threats of

license revocation. Civil society organizations working on human rights and governance report constraints on their operations, including denial of recognition, obstruction of programme activities, and intimidation of staff. The civic space contraction predates the November 2025 unconstitutional change of government but has continued during the transitional period. Its peacebuilding significance extends beyond the human rights dimension: it eliminates the accountability and early-warning functions that civil society performs, removes peaceful channels for grievance expression, and concentrates information flows in state and partisan media with lower standards of factual accuracy.

A qualitatively new driver is the emergence of the instrumentalization of ethnic and religious identity in political discourse, amplified by a rapidly expanding digital ecosystem. Systematic monitoring between September and November 2025 recorded 54 hate speech incidents in ten weeks, of which 41 percent were assessed as high or very high gravity. The documented escalation pattern follows a three-stage trajectory from stigmatization to hostile mobilization to incitement to discrimination or violence, operating primarily through social media platforms. The number of social media users grew by 41.5 percent year-on-year to approximately 580,000 in January 2026, dramatically accelerating the diffusion capacity of inflammatory content. Consultations consistently described the use of ethnic and religious identities in political mobilization as instrumentalized by political actors rather than organically expressed.

The expansion of illicit drug consumption from a governance concern to a community-level social crisis represents a third driver with no equivalent in the 2020 analysis. Localized security incidents in Bissau in 2025 illustrated how disruptions linked to organized crime can heighten political tensions. At the community level, the penetration of kush and other synthetic cannabinoids into youth populations across the country has shifted the problem from a governance challenge involving revenue flows to a direct social threat affecting the demographic most critical for long-term peace.

Land and natural resource disputes constitute the primary structuring axis of community-level conflict across all five regions. The Voz di Paz conflict mapping database recorded 936 conflict events between January 2023 and December 2024, with land-related disputes appearing in all regional profiles. The absence of a functioning land registry and the incomplete implementation of the 2018 Land Law leave most land tenure relationships outside any formal adjudication framework, making disputes vulnerable to escalation and resistant to resolution. The situation has been intensified by the expansion of extractive and agricultural concessions in several regions, where displacement without adequate community consultation and compensation has generated local tensions. Climate-driven agricultural stress, including erratic rainfall, saline intrusion in coastal areas, and conflicts over shrinking pastoral land in the east, is compounding existing disputes. Women bear a disproportionate share of land-related conflict costs through a pattern of double dispossession at widowhood: inheritance practices typically strip widows of both their husband's land and their own contributed labour, leaving them economically destitute in contexts where land is the primary household asset.

The analysis also identifies the accumulation of preconditions for violent extremism, particularly in the eastern border regions, as a significant new driver. The convergence of youth marginalization, high structural unemployment, the instrumentalization of religious identity, the presence of some externally financed religious schools with curricula not integrated into the national education system, and proximity to the Sahel conflict zone creates conditions that regional analysts identify as conducive to radicalization and recruitment. The withdrawal of Mali,

Burkina Faso, and Niger from ECOWAS and the formation of the Alliance of Sahel States weakens the regional architecture for border security cooperation and diminishes the toolkit available for conflict prevention in the eastern regions.

The analysis identifies four mutually reinforcing feedback loops that explain the persistence of instability: the Governance-Rent-Instability Nexus, in which weak institutions create elite capture opportunities that in turn deepen institutional weakness; the Security-Crime-Governance Triangle, through which organized crime and weak oversight institutions reinforce each other's impunity; the Exclusion-Grievance-Mobilization Dynamic, through which structural exclusion accumulates grievances that political actors and digital platforms channel into identity-based mobilization; and Climate as a Conflict Multiplier, through which climate shocks amplify each of the other three loops. These loops operate simultaneously and reinforce each other: illicit revenues sustain political coalitions that block the institutional reforms needed to improve governance; impunity for organized crime undermines confidence in justice institutions; and climate stress on livelihoods accelerates youth vulnerability to recruitment by illicit networks.

Despite these pressures, Guinea-Bissau maintains significant resilience capacities: a strong tradition of inter-ethnic coexistence and religious syncretism that communities describe as being deliberately exploited rather than organically expressed; a network of community-based dialogue mechanisms including the djumbai tradition and the Voz di Paz regional dialogue spaces; active civil society and women's organizations operating across ethnic and regional lines; and sustained international and regional engagement, including by ECOWAS, the African Union, the World Bank, the IMF, and the European Union.

c) PBF Background in the Country

Guinea-Bissau has been on the agenda of the United Nations Peacebuilding Commission (PBC) since its country-specific configuration was established in 2007, making the country eligible for support from the Peacebuilding Fund. PBF engagement dates back to 2007; the cumulative approved project budget for the country amounts to approximately USD 73 million over the period to date.

In 2022, the United Nations in Guinea-Bissau undertook a reconfiguration to more effectively support the Government's priority peacebuilding and sustainable development objectives through renewed engagement. Through a consultative process, five peacebuilding priorities were selected as entry points to help address conflict drivers and guide the country towards sustainable peace, including: (i) Promoting Political Dialogue and Supporting the Implementation of Key Reforms; (ii) Combating Drug Trafficking and Transnational Organized Crime; (iii) Strengthening Democratic and Accountable Institutions; (iv) Improving Judicial Capacity and Protecting Human Rights; (v) Creating an Enabling Environment for Socioeconomic Opportunities. These key priorities guide the Peacebuilding Fund support in Guinea-Bissau.

The 2025 independent evaluation of the PBF portfolio 2019–2025 assessed PBF-financed interventions as having made a good contribution to higher-level peacebuilding impacts, addressing conflict drivers and root causes of instability. The portfolio reached an estimated 110,200 beneficiaries, including 5,297 women and 4,290 youth, and demonstrated a participatory whole-of-society approach. The PBF Secretariat in Guinea-Bissau has acted as a key liaison between the UN system, national authorities, civil society, and other partners, facilitating

coordination, quality assurance, and communication, while also addressing significant contextual, operational and capacity-related challenges. It has played a pivotal role in favoring the development, implementation, monitoring, and oversight of peacebuilding projects. The Secretariat has played a key role in maintaining the relevance, coherence and effectiveness of the portfolio, with some variability through time where strategic leadership was more limited.

The active portfolio in 2026, with a total budget of \$12,5 million, is composed of the following projects:

# MPTF	Projects	Start date End date	Budget in \$US	Implementing agencies
00134097	PBF/GNB/B-8 Prevention of Natural Resources Conflicts related to Pastoralism and Transhumance in Bafata and Gabu Regions	14/12/2022 15/06/2026	2,500,000	FAO, UNFPA, UN-Habitat
00140581	PBF/IRF-546 Peaceful Natural Resources Management in the Koliba-Corubal Basin	29/01/2024 25/07/2026	1,900,000	UN-Habitat, FAO, UNCDF
00141181	PBF/GNB/C-2 Strengthening social cohesion in Guinea-Bissau by aligning and integrating religious schools with the national education system	20-06-2025 11-06-2028	2,500,000	UNICEF, UNESCO
00141497	PBF/GNB/A-5 National Anti-Corruption Strategy: Building an effective culture of transparency and integrity in Guinea-Bissau	26-03-2026 26-03-2029	2,500,000	UNDP, UNODC
00119443	PBF/GNB/H-1 Secretariat: Support to project coordination and monitoring	15/01/2020 30/06/2026	3,146,690	UNDP
TOTAL 2026 active portfolio budget			12,546,690	

This project will enable the continuous functioning of the PBF Secretariat located in Guinea-Bissau Resident Coordinator's Office and provide technical guidance and assistance to the development and oversight of PBF-funded projects. The PBF Secretariat is responsible for ensuring coordination, coherence, and synergy among PBF and PBC activities in Guinea Bissau. It serves as a liaison among the entities of the peacebuilding architecture in NYHQ and between the UN and national and international partners involved in peacebuilding in Guinea Bissau. This project aims to support the efficient and gender-sensitive delivery of the complete PBF portfolio. This project will support the development of new projects, per established priorities, from 2024 to June 2026. The project will also provide support for the monitoring and evaluation of the PBF portfolio in Guinea-Bissau.

National ownership of project is anchored through regular meetings of the PBF Joint Steering Committee (PBF JSC). The PBF JSC was re-established in July 2021 and is composed at high level of :

- The Minister of Foreign Affairs, International Cooperation and Communities, the Minister of Economy, Planning, and Regional Integration, and the United Nations Resident Coordinator (RC), as co-chairs;
- Government Representatives from Key Ministries – (Ministry of Economy, Planning, and Regional Integration; Ministry of Foreign Affairs, International Cooperation, and Communities; Ministry of Justice and Human Rights; Ministry of Public Health; Ministry of National Education and Higher Education; Ministry of Environment and Biodiversity; Ministry of

Agriculture and Rural Development; Ministry of Women, Family, and Social Solidarity), Ministry of territorial administration and local development, Ministry of Energy and Industry, Minister of Trade.

- Development Partners: ECOWAS, EU, AU, World Bank, IMF
- Civil Society Representatives:
 - Women-led Civil Society Organization – Women's Political Platform
 - Youth-led Civil Society Organization – National Youth Council
 - Civil Society Organization – Civil Society Movement for Peace, Democracy, and Development
- Representatives of United Nations Agencies

All PBF projects also coordinate with their relevant ministries. In addition, the PBF Secretariat plays a part in engaging national actors through monitoring and attending periodic public events such as project launches, events and/or closures. The National Co-Chair of the UNSDCF/PBF Joint Steering Committee is the Ministry of Foreign Affairs, International Cooperation and Communities. The Steering Committee of the PBF meets once a year to review the Annual Work Plan and to be briefed on annual progress, while the regular oversight of the PBF portfolio is ensured by the PBF Joint Technical Committee, which meets twice a year. The Technical Team is composed by the Government and UN Officials, as well as Civil Society Organizations representatives.

d) Project Alignment

Guinea-Bissau is part of the forum of International Dialogue for Peace Consolidation and State building (DPSC) and of the New Deal for Fragile States, under which it committed to pursuing five Peacebuilding and State-building Goals (PSGs):

- Legitimate and inclusive politics with capacities for conflict resolution;
- Effective delivery of justice;
- Security of its population;
- Capacity for effective revenue collection and for delivery of basic services;
- Laying of economic foundations that generate employment and improve socio-economic conditions.

Currently, the UN in Guinea-Bissau is implementing its Sustainable development cooperation framework signed with the Government for the period 2022-2026. The PBF Secretariat remains within the RCO structure. The Secretariat plays an important role in ensuring the peacebuilding interventions that are undertaken are strategic and aligned with UN and national peacebuilding priorities. The PBF Secretariat project does not have substantive field activities but supports the design and implementation of all PBF projects as well as ensures their coordination, coherence, and oversight through the UN leadership in Guinea-Bissau and Headquarters.

To enable the country to succeed in its efforts to strengthen peace and stability, the PBF Secretariat will need to continue to operate in Guinea-Bissau due to (1) the challenging context and the weak oversight mechanisms, (2) the need for coordination and liaison services, (3) the lack of capacity in the area of peacebuilding, (4) the need for strong M&E capacities with a peacebuilding perspective and (5) the importance of effective communication and visibility. The Secretariat works to ensure proper media coverage of results and impacts of projects and conduct general peace advocacy when and where appropriate, like International Peace Day. The Secretariat also liaises with key institutions and dialogue platforms to achieve the strategic outcomes of PBF engagement in the country, including the Gender and Human Rights Working Group, the Program Management Team (PMT), and other working groups as needed.

II. PROJECT CONTENT, STRATEGIC RATIONALE, AND IMPLEMENTATION STRATEGY

a) Project Description

This is a management project and, as such, its aim is to provide technical, administrative, and accompaniment support to the entities involved in the design and implementation of PBF-funded projects in Guinea-Bissau. This project supports coordination, development, coherence and quality assurance of all projects within the PBF portfolio as well as gender mainstreaming of all PBF projects. This includes assistance with the design, review of implementation and support to portfolio monitoring and coordination. The PBF Secretariat is also responsible for ensuring consistency with other projects developed with similar perspectives or that could have an impact on PBF projects.

With regards to portfolio monitoring, the project will support the availability and strategic use of better data on conflict trends and peacebuilding priorities for the PBF portfolio, including through the establishment of a community-based monitoring system across the country, in order to have enable a better assessment of portfolio level progress given the increased number of PBF-funded projects operating nation-wide. A community-based monitoring (CBM) system will be implemented by the Secretariat in close collaboration with project teams and enable a real-time feedback loop with implementing agencies. At the same time, the setup of a conflict mapping system will improve the identification of peacebuilding priority actions based on the communities' real needs. This activity will be done by engaging a national CSO with a large peacebuilding experience, and organizational capacity, and established structures at the local level to conduct continuous conflict mapping and provide conflict analysis knowledge products on a regular basis to the UNCT. Despite some similarities on the approach to be adopted (community based), the two activities have different focuses. The conflict mapping mechanism focuses on local conflict-related information, patterns, and trends (what the conflicts are about, where, the main actors involved, scope, etc), while the CBM aims to provide real-time information on project implementations and bottlenecks, ensuring effective participation of the beneficiaries in the process.

In the extension period 2024-2026, the PBF Secretariat will:

- Continue to support the design of new PBF projects, in accordance with the PBF quality criteria, and their timely submission to PBSO for approval;
- Keep on overseeing PBF project start-up and implementation, providing advice and trouble-shooting support and advising the Resident Coordinator and PBSO of progress ;
- Sustain the review of PBF project bi-annual reports, their upload on the Gateway, and preparation of annual RC strategic peacebuilding reports to the PBF;
- Support the country-based conduct and submission for the annual PBF gender and youth promotion initiatives;
- Enhance the PBF Joint Steering Committee's capacity to play its oversight role, supporting its members' capacity building on peacebuilding-related matters, ensuring more active participation and engagement of the Government and CSOs;
- Support the effective functioning of PBF Joint Technical Committee and enhance national ownership of PBF portfolio;
- Undertake surveys as necessary to determine people's perceptions on peace, conflict drivers, and high-level progress indicators for the portfolio.
- Support partners to refine the conflict mapping mechanism which will promote an increased knowledge of conflict trends and provide a deeper understanding of the issues

that can drive conflict and the dynamics that have the potential to promote peace, ensuring its outcomes are adopted and widely used by the different stakeholders (Government, UN AFP, CSO and others);

- Facilitate a participatory development of the Strategic Results Framework for peacebuilding in Guinea Bissau.
- Strengthen the capacity of implementers and beneficiaries of the PBF on peacebuilding and conflict sensitivity, including for design and implementation
- Contribute to greater visibility of PBF work through various communications initiatives
- Undertake specific efforts to build in greater synergies with the rest of the UN portfolio and greater catalytic results;
- Support joint prioritization for PBF investment in accordance with the peacebuilding priorities from the continuous analysis and consultations;
- Identify potential entry points for PBF cross-border or regional programming to be considered over the next years;
- Ensure the design and implementation of a quality PBF portfolio-level M&E strategy and systems, including through community-based monitoring and other bottom-up initiatives.

b) Project Results Framework

Outcome 1) The effective development, implementation, monitoring, oversight of peacebuilding projects and the overall strategic direction of the PBF portfolio in Guinea-Bissau is ensured.

✓ Output 1.1: PBF Secretariat operations are running

This output ensures the effective management of Secretariat, with a full complement of staff, and provides for the maintenance of equipment and acquisition of supplies needed to operate.

- 1.1.1: Prepare and facilitate the approval of the PBF Project Document and any subsequent project revisions or extensions, as required.
- 1.1.2: Recruit, manage, evaluate, and renew Secretariat staff contracts.
- 1.1.3: Staff Attend Approved Trainings
- 1.1.4: Office equipped/operational with purchases of equipment, supplies, and fuel
- 1.1.5: Draft and submit half-year, Annual and Final Reports of the PBF Secretariat Project and Annual Strategic peacebuilding report

✓ Output 1.2: Effective project implementation, communication, and coordination enabled to ensure proper Oversight, Coherence, and Complementarity between Projects

This Output ensures support to RUNOs and implementing partners with project implementation functions including reporting, monitoring, and evaluation responsibilities. In addition, it envisions to support to UNCT and the RC to provide briefs and advice on PBF and PBC related issues and covers the coordination functions between the various UN structures and national counterparts.

- 1.2.1: Convene and facilitate quarterly coordination and monitoring meetings with RUNOs, NUNOs, CSOs and government representatives as part of Joint Technical Committee;
- 1.2.2: Convene and facilitate 2 progress review workshops per year to help RUNOs prepare Mid-year and Annual Reports;
- 1.2.3: Review and support finalization of Half-year, Annual Reports, and Final Reports of RUNO projects

- 1.2.4: Support the development of TORs for consultants and for the Final Evaluations of RUNO projects
- 1.2.5: Attend monthly UNCT meetings as requested and Senior Management retreats and provides briefs and advice on PBF and general peacebuilding issues
- 1.2.6: Contribute to SG, PBC briefings, and other reports and support PBC and or PBSO monitoring missions.
- 1.2.7: Hold virtual meetings with PBSO as required to provide updates on Project Implementation as well as inform PBSO of the changing political context and support planning processes within the UN in relation to PBF activities.
- 1.2.8. Participate in PBSO convened meetings on PBF management or on PBF community of Practice, as requested
- 1.2.9: Coordinate PBF business with Heads of Agencies ~~and the DSRSG as needed~~ and support the coordination role of the RC in the context of peacebuilding programming, including coordinating UN submissions to GYPI, clarifying the PBF added value/ niche in Guinea-Bissau and ensuring complementarity with other support

- ✓ **Output 1.3: Enable effective development of new project design (with appropriate emphasis on gender mainstreaming).** This output recognizes the challenges and processes involved in designing new projects. It also involves regularly updating the Peacebuilding Priorities and identification of gaps and programmatic entry points for possible PBF projects.

- 1.3.1: Convene and facilitate effective stakeholder consultation processes for ~~the~~ identification of priorities to be supported by the PBF and for new project development
- 1.3.2: Advise, support, and review project proposals for submission to PBF and ensure that PBF-funded projects incorporate peacebuilding best practices and respond to PBF quality criteria. It also requires ensuring that at least 30% of the total PBF envelope is allocated to gender issues and/or support for women's empowerment.

Outcome 2) The agencies implementing PBF-funded projects are able to deliver on the implementation, monitoring, and evaluation of effectively designed peacebuilding projects and effectively communicate the results of their interventions.

- ✓ **Output 2.1: Capacity-building of RUNOs and implementing partners enabled through tailored technical support and training.** This outcome covers ongoing tailored technical support in peacebuilding to RUNOs for project design and implementation, and structured training events on specific peacebuilding topics.

- 2.1.1: Provide technical support (training) to the UN agencies, government, and CSOs on the formulation of Peacebuilding project proposals and initial project implementation. This includes providing instruction and information about peacebuilding methodologies and resources as well as ensuring that PBF portfolio implementation partners and other key partners understand and appropriate the PBF guidance, reporting requirement, and procedures for requesting 2nd Tranches and No-Cost Extensions. It also involves participating in the technical planning meetings of each PBF-funded project. This also could involve enabling funds for consultants to facilitate the development or updating of the conflict analysis or other tailored assistance not envisioned in the projects themselves.

2.1.2: Convene training and other events in Peacebuilding for youth and womens' organizations working or willing to work in the peacebuilding field. Example topics include PB Mainstreaming; cutting-edge approaches to Peacebuilding; nexus between climate change/environment, gender, and/or human rights-based approaches and peacebuilding, gender and youth responsiveness, conflict sensitivity and other subjects related to the Women, Peace and Security, the Youth, Peace, and Security agenda, as well as climate peace and security.

✓ **Output 2.2: Strengthen social communication and general peacebuilding advocacy.**

Increase awareness by national authorities, civil society, and the wider public of Peacebuilding Priorities and results and help to catalyze PBF support. This output recognizes that the PBF Secretariat has a constructive role to play in enabling better general peacebuilding advocacy and better public reporting of results and impacts of the peacebuilding work supported by the PBF as well as to identify and support catalytic effects of PBF support, including through financial support from other sources.

2.2.1: Assist RUNOs and UN System with communication strategies to ensure visibility of PBF activities as well as the PBF's visibility with print, TV, Radio and social media posts. Advance General Peace Advocacy, such as 21 September activities. SDG 16. This could also include training on communications focused on peacebuilding and storytelling to RUNOs and NUNOs.

2.2.2: Organize and facilitate national stakeholder meetings to ensure periodic updates on the implementation of the PBF portfolio. It includes public project presentation events to socialize new projects and/or closing projects and translation to Portuguese of project documents.

2.2.3: Maintain and regularly update a mapping of major actors and stakeholders in peacebuilding

2.2.4: Assist RUNOs in the development of stories in videos that feature emblematic stories and instructional videos that arise in the implementation of projects. This could include a communications consultant (from RUNOs or to be hired) to support the production of materials (written stories, videos...)

2.2.5: Produce PBF communication and visibility materials

✓ **Output 2.3 Strengthen the PBF project and portfolio level monitoring and evaluation.**

This output encompasses the tailored technical assistance to RUNOs on the development and implementation of quality M&E Frameworks and M&E Plans by the M&E Specialist and recognizes that the PBF support is intended to have a peacebuilding impact that goes beyond the scope of individual projects and that many projects have complementary M&E needs which are best addressed jointly. This requires additional efforts in M&E of PBF support.

2.3.1: Assist RUNOs with on-going tailored technical assistance in M&E, including assistance in preparing and reviewing project result frameworks and monitoring methodologies, ensuring their usability and coherence, and looking for synergies in monitoring, data collection, and analysis

2.3.2: Organize and conduct structured M&E visits to project sites. This can include organizing monitoring missions alone, with the PBF Coordinator, or with national focal point ministries to review the implementation of the PBF portfolio

2.3.3: Establish and support a conflict mapping mechanism to ensure there is higher-level data and analysis on issues that the PBF aims to contribute to through its various projects. Put in place a portfolio-level data collection and analysis

system, including perception surveys and community-based monitoring, as appropriate, to ensure the availability of PBF portfolio-level data showing progress trends beyond individual PBF projects.

2.3.4: Put in place regular PBF project review and trouble-shooting mechanisms to ensure that implementation challenges are discovered and addressed early or reporting to UN management and PBSO for further action, through regular exchanges and meetings between the Secretariat and Recipient Organizations.

2.3.5: Support project evaluations and lessons learned. Includes accompanying field data collection of current and future project evaluations and their quality assurance.

2.3.6: Provide capacity-building support to the Government Unit established to oversee the PBF portfolio and UNSDCF implementation.

2.3.7: Facilitate the development of a peacebuilding strategic result framework.

c) Theory of Change

If the PBF Secretariat has the capacity to support the implementation of PBF funded projects, if the quality of project design is assured and projects are effectively implemented, then the PBF investment will yield positive results and better peacebuilding impacts and efforts should contribute to institutional and political stabilization. If projects are effectively supported and monitored and there is better coordination between initiatives, opportunities for synergies and complementarities can be identified and leveraged, project teams will be able to improve impacts and achieve higher-level peacebuilding results. If coordination and oversight are enhanced UN leaders and project managers will have better information to make decisions and make course corrections that can enhance project outcomes. If gender and youth perspectives are included in project design and implementation, effort will have a higher chance of enabling more inclusive decision-making thus increasing the chances that decisions will address the grievances of the most vulnerable sectors of society. More inclusive decision-making will also enable the search for more sustainable and effective decisions that meet the needs of citizens, including the most vulnerable. If stakeholders, including the PBSO, are kept informed of progress due to increased communication and timely and higher-quality reporting, challenges can be addressed early and results will be better understood. If results and impacts are better reported and disseminated to leaders and the public, public confidence and support for UN peacebuilding work will increase. Increased public confidence can be leveraged for increased influence and compounded impact.

d) Project Implementation Strategy

The project will be implemented by the Secretariat team, which will support the recipient agencies in the implementation, monitoring/evaluation, communication, and reporting of the projects.

The Secretariat will provide technical support in peacebuilding methodologies, PBSO rules and procedures, and for the planning of the final project evaluation. The key target beneficiaries of the project are all entities involved in the implementation of PBF-financed projects in Guinea-Bissau, both at the HQ level and field level, namely:

UN Senior Management

The Senior Management is the Resident Coordinator.

UNCT

The Resident Representatives of UN Agencies in Guinea-Bissau, the Program Management Team (PMT), and the Outcome Group (OG).

RUNOs

Recipient UN Organizations. The Secretariat will provide technical guidance and support to RUNOs who are recipients of PBF fund to ensure compliance with PBF funding and visibility rules and procedures, including financial transparency as well as substantive accompaniment and capacity building to ensure the mainstreaming of peacebuilding perspective and methodologies

National Government Counterparts

National counterparts include the Ministry of Foreign Affairs, International Cooperation and Communities of Guinea-Bissau as Co-Chair of the PBF Joint Steering Committee. The Ministry of the Economy, Planning, and Regional Integration, in its capacity as a development planning and monitoring institution, will contribute to overseeing the implementation of the PBF portfolio. The UNSDCF and PBF JSC will be assisted by a joint technical committee which will provide analysis and recommendations for strategic decisions. A joint technical committee will include representatives from the Ministries of Foreign Affairs, the Ministry of the Economy, and the Ministry of Territorial Administration.

PBF HQ Programme team (part of PBSO)

The Secretariat serves as a liaison between NYHQ and the UN in Guinea Bissau, with a key aspect of its mandate focused on providing updates and analysis to UNHQ that can inform PBSO's decisions regarding PBF's engagement in Guinea Bissau.

PBC / PBC Secretariat (part of PBSO)

The PBF Secretariat seeks to ensure synergy and coherence between the PBC and the PBF and to support the technical aspects of the PBC's engagement in Guinea Bissau.

IFIs through PBSO facilitation (Partnership and Strategy Branch of PBSO)

The Secretariat will closely liaise with PBSO's Partnership and Strategy Branch, more specifically the Partnership Facility team, in order to support synergy-building in programming, bearing in mind the central intersectionality of development and peacebuilding in Guinea Bissau.

Civil Society

This includes national NGO working in peacebuilding or in development efforts funded by the PBF, women and grassroots youth organizations, special interests and other vulnerable groups.

Media

Radio, TV, Print and Social Media and the general public they serve.

III. PROJECT MANAGEMENT AND COORDINATION

a) Beneficiary organizations and implementing partners

The project will be implemented at national (central level) and will be administered by UNDP on behalf of PBSO and the UN Resident Coordinator. UNDP has been operating in Guinea-Bissau for more than 40 years in the areas of Democratic Governance, Inclusive Growth and Sustainable Development. UNDP has also been acting as operating agent of non-resident agencies and has been the host of the PBF Secretariat in the country since 2008. UNDP has designed and implemented several PBF funded projects covering thematic domains such as rule of law and justice, elections and youth employment.

The national counterpart for this project is the Ministry of Foreign Affairs, International Cooperation and Communities of Guinea-Bissau.

b) Project management and coordination

In the 2024 2026 Cost Extension period and cognizant of the increasing size and complexity of the PBF portfolio, the Secretariat will consist of:

- ✓ An international Coordinator – P4 (in place since 1 November 2023)
- ✓ Monitoring, Evaluation and Reporting Analyst - NOB
- ✓ Knowledge Management & Communication Analyst - NOB
- ✓ An Administrative/financial assistant
- ✓ A driver

Specific terms of reference define the specific responsibilities of Secretariat members. The overall supervision of the Coordinator of the Secretariat will be provided by the Resident Coordinator (RC) of the United Nations System (UNS) and will work in close collaboration with the Peace and Development Advisor and will report to the UNCT periodically. The quality of PBF Secretariat delivery remains the responsibility of the RC. The Secretariat Coordinator will have a second line of supervision with the Peacebuilding Support Office (PBSO). PBSO will take part alongside the RCO and the Secretariat's implementing agency in the recruitment and performance appraisal process of the Secretariat's professional staff.

The PBF Secretariat and the activities it undertakes will be implemented through a Direct Implementation Modality (DIM) and will be administered and managed in accordance with the rules and regulations of UNDP. The UNDP as implementing agency will oversee the administrative and contractual management of the PBF Coordinator and Secretariat staff. The reporting lines are as follows: The National M&E Analyst, the Knowledge Management and Communication Analyst, the Administrative and Finance Assistant, and the driver report to the PBF Secretariat Coordinator. The Secretariat is located in UNDP's building in within the designated RCO's area.

The day-to-day management of the project rests with the PBF Secretariat Coordinator with support by the Administrative/Finance Assistant. The PBF Secretariat Coordinator will coordinate and support the implementation of the project to oversee the planning and implementation of all project activities. The Coordinator is ultimately responsible for ensuring that a viable communication strategy is put in place in order to give full acknowledgment and visibility of the deliverables of all PBF funded projects, design targeted messages to manage expectations, support monitoring and ensure transparency and accountability.

The M&E analyst will help the PBF implementors to set up M&E plans, perform regular monitoring activities, including at the portfolio level and ensure data collection through perception surveys and community-based monitoring, and reporting functions, follow up on management actions, keeping track of progress benchmarks and lessons learned. The M&E Specialist will work with the UN M&E Group for better coordination purposes and assist in the implementation of the Communications Strategy and the development of knowledge products. The M&E Specialist will also lead on establishing systems for portfolio level data monitoring and analysis for the PBF portfolio.

The Knowledge Management and Communication analyst will establish and sustain high-quality and collaborative research, analysis, and data management systems, as well as design and implement a strategic communication – including the production of high-quality advocacy and

communication materials, and innovative use of relevantly targeted communication channels (internal and external). He / She will work collaboratively with the Recipient UN Organizations (RUNO) and the PBF project teams to support evidence-based programming, better promote PBF visibility and further mobilize support for sustaining peace.

The Administration and Finance Assistant will liaise between staff, UNDP and driver and schedule all travel and field missions. The Driver is responsible for vehicle performance and maintenance and works directly with the Administration and Finance Assistance to such matters. Procurement of goods and services and the recruitment of personnel shall be provided in accordance with UNDP guidelines, procedures and regulations.

c) Risk management

Risks	Probability	Impact	Mitigation Measure
Lack of information on implementation by recipient agencies which could affect the required synergies in the portfolio implementation and negatively impact the portfolio unicity/coherence	Medium	Medium	The Secretariat will work with agencies to better share information holding quarterly coordination meeting with all project teams members
Weak capacity to collect and report data and information, specially related to peacebuilding impacts, could lead to delays in submission of project reports (narrative and financial) and affect the Secretariat capacity to provide corrective solutions timely	Medium	High	Close follow-up with agencies for sound monitoring strategy and systems put in place (including M&E staffing), to ensure timely and date/evidence-based financial and narrative reporting; request to share at the beginning of the year the annual reporting plan; provision of guidance sessions on monitoring and reporting
Insufficient knowledge of the project's goals, objectives, outcomes and outputs by national partners due the weak involvement on project design and implementation which leads to lack of national ownership	Medium	High	Involvement of partners in the steering committee and technical meetings and host informative sessions with government and CSO; hold meetings with targeted members of government and staff to inform about the PBF, procedures for project approval and, the relevance of their active participation; held public consultations prior to project's approval; ensure a broad-based consultation process throughout new project design processes; support quarterly information meetings.
Difficulties to convene the PBF Joint Steering Committee according to schedule	Medium	Low	The JSC is very "committed" and the PBF will continue to support this commitment through quarterly meetings with the technical committees, while maintaining close coordination with the JSC for all PBF programming.
Agencies' heavy procurement procedures slow down the implementation of projects and negatively impact the project performance	High	High	Encourage the project teams to prepare a Procurement plan from the start of the projects, including staff recruitment. Payment of the installments to the RUNOs will now be contingent to completing the recruitment

			process and presenting a realistic procurement plan.
Possible conflicts between Agencies in the implementation of projects due to dispersion, duplication and weak coordination between projects teams due also to the agencies difficulty to jointly supervise the projects in the field which can affect the portfolio synergy	Medium	Medium	Involve all agencies and national counterparts in the operational planning of activities and elaborate a joint monitoring mission plan; Seek arbitration of the RC if necessary. Quarterly coordination meeting to develop synergy between projects.
Institutional instability due the fragile political consensus giving way to renewed political instability could lead to increased difficulty to convene the Steering Committee according to schedule.	High	High	The RC in coordination with the international community, including the PBC and UNOWAS, will continue her efforts in good offices among political actors. The preferential entry point to ensure JSC engagement will be through regular meeting with the Technical Team.
Unrealistic expectations regarding the PBF and a limited understanding regarding the scope and objective of PBF interventions, as well as frustration regarding the procedures and processes that the Secretariat is responsible for safeguarding	High	High	The PBF Secretariat will regularly conduct information sessions and technical meetings with relevant stakeholders to clarify and ensure an accurate understanding of the PBF ToRs, niche mandate, rules, and procedures.

d) Monitoring and Evaluation

The PBF Secretariat has a Results Framework with Outcome and Output indicators to monitor the implementation of this project in which the periodic capture stakeholder satisfaction with the services provided by the Secretariat will be a key component.

The Semi-Annual Report is due on 15 June and Annual Report is due on 15 November. Progress reports shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes. The Secretariat will be responsible for the quality assurance of the annual and semi-annual reports of the other PBF projects.

The Secretariat is also responsible for writing the Annual Strategic Peacebuilding Report for approval by the RC. In addition, a Final Project Review Report due will be within 3 months from the end of the project. The Final Project Review Report will suffice as a final assessment of the Secretariat Project.

All these reports will be submitted to PBSO on the due dates stipulated above and uploaded onto the MPTFO Gateway.

As part of its M&E support, the Secretariat will help the UN agencies and implementing partners develop some success stories and lessons learned as part of its knowledge management system and advise on the development of instructional videos on conflict resolution methodologies and written case studies. These knowledge products will be shared with the RUNOs, UNCT, implementing partners, the PBSO, academia, donors and the public generally.

The M&E Analyst will work with agencies to coordinate their results monitoring approaches and provide them with technical support in monitoring and evaluation as needed. The M&E Analyst

will also help establish joint monitoring / evaluation system for PBF projects (including any GYPI projects). The M&E system should enable synergies between the different projects within the PBF country portfolio. The system should include some impact level indicators and data collection mechanisms. Where feasible, Community Based Monitoring methodology will be employed to collect views on specific issues from community members affected by project interventions and use them as a real-time feedback mechanism on implementation. As the set-up for CBMs heavily depends on local experience and capabilities and any existing CBM local coordination mechanisms, the specific methodologies and approaches should be clearly defined through Terms of Reference designed by the PBF Secretariat jointly with Project teams and beneficiary communities. Every project with community-targeted activities should include CBM systems. Moreover, all data gathered through different systems (CBMs, annual progress reports) will be reported in the Annual Strategic Peacebuilding Report that should be endorsed by RC.

Based on the analysis of the field data, the Coordinator will inform the RC and the agencies' heads about bottlenecks and other challenges and issues that could jeopardize the achievement of the expected results.

National oversight of the projects and evaluation of the achievement of expected results will be ensured through the PBF Joint Steering Committee, Joint Technical Committee and review process on the basis of the annual Work Plan and Annual Report prepared by the RUNOs under the Coordination of the M&E Analyst. The PBF M&E Analyst will ensure that results and impacts are effectively reported through that system.

The Secretariat will also provide support for the Portfolio Evaluation exercise as necessary. Such evaluative exercise seeks to assess the degree to which the portfolio met its intended peacebuilding objectives and results, in view of providing key lessons about successful peacebuilding approaches and operational practices, as well as highlighting areas where the portfolio performed less effectively than anticipated. In that sense, this portfolio evaluation is equally about accountability as well as learning. The portfolio evaluation is a valuable opportunity to assess the potential need for additional PBF support to Guinea Bissau, building on lessons learned from the years of implementation. Overall, assessed results and outstanding challenges, as well as lessons learned and forward-looking recommendations should enable to inform future peacebuilding programming in the country. The PBSO HQ will manage this evaluation process, including the recruitment of consultants.

PBF Secretariat will ensure that the independent evaluation report, its lessons learned and key recommendations, are strategically shared with key stakeholders within and beyond the UN system, in order to ensure that they inform forthcoming peacebuilding initiatives (funded by the PBF and other partners). A series of high-level presentation meetings will be organized within the 3 months following the publication of the portfolio evaluation, to raise awareness on key findings and discuss how they can shape future joint peacebuilding work. In addition, every new project design process will also take into account those key findings, through the leadership of the PBF Secretariat that will systematically remind relevant good practices, lessons learned and key recommendations for the project team to consider when designing a new project.

The design of a Strategic Results Framework in the framework of the 2024-2026 CE will also mobilize specific efforts of the PBF Secretariat M&E expertise, in order to design and implement a portfolio-level M&E strategy, which will include the management of solid data systems and analyses, in close collaboration with PBF project teams, UNSDCF focal points as well as Government counterparts and a wide range of stakeholders (including CSOs and global/regional/bilateral partners).

e) End-of-Project Strategy / Sustainability

The project will ensure the ownership of substantive project achievements by the PBF Joint Steering Committee as well as other national partners to ensure the continuity of the achievements of PBF interventions in Guinea-Bissau. National oversight of the projects and evaluation of the achievement of expected results will also be ensured through the PBF Joint Steering Committee and review processes on the basis of the annual Work Plan and Annual Report prepared by the RUNOs under the Coordination of the M&E Analyst assigned to the Resident Coordinators Office. The PBF M&E Analyst will ensure that results and impacts are effectively reported through that system. Communication about project achievements could also help mobilize additional resources to ensure the continuation of projects with bilateral and multilateral partners.

IV. PROJECT BUDGET

Table 1 – PBF project budget by Outcome, output and activity - see Annex D, excel file

Table 2 - PBF project budget by UN cost category

Amended Budget

	UNDP Original Budget	UNDP CE 2022 Budget	TOTAL	Additional Budget Cost extension 2024	TOTAL REVISED BUDGET
1. Staff and other personnel	470,000	397,137	867,137	596,083	1,463,221
2. Supplies, Commodities, Materials	15,000	9,471	24,471	-	24,471
3. Equipment, Vehicles, and Furniture (including Depreciation)	30,000	18,433	48,433	25,000	73,433
4. Contractual services	130,000	392,419	522,419	355,176	877,595
5. Travel	60,000	90,856	150,856	19,915	170,771
6. Transfers and Grants to Counterparts	-	-	-	22,000	22,000
7. General Operating and other Costs	42,300	178,956	221,256	88,085	309,341
Sub-Total	747,300	1,087,272	1,834,572	1,106,260	2,940,832
7% Indirect Costs	52,311	76,109	128,420	77,438	205,858
Total	799,611	1,163,381	1,962,992	1,183,698	3,146,690

Annex B.1: Project Administrative arrangements for UN Recipient Organizations

(This section uses standard wording – please do not remove)

The UNDP MPTF Office serves as the Administrative Agent (AA) of the PBF and is responsible for the receipt of donor contributions, the transfer of funds to Recipient UN Organizations, the consolidation of narrative and financial reports and the submission of these to the PBSO and the PBF donors. As the Administrative Agent of the PBF, MPTF Office transfers funds to RUNOS on the basis of the signed Memorandum of Understanding between each RUNO and the MPTF Office.

AA Functions

On behalf of the Recipient Organizations, and in accordance with the UNDG-approved “Protocol on the Administrative Agent for Multi Donor Trust Funds and Joint Programmes, and One UN funds” (2008), the MPTF Office as the AA of the PBF will:

- Disburse funds to each of the RUNO in accordance with instructions from the PBSO. The AA will normally make each disbursement within three (3) to five (5) business days after having received instructions from the PBSO along with the relevant Submission form and Project document signed by all participants concerned;
- Consolidate the financial statements (Annual and Final), based on submissions provided to the AA by RUNOS and provide the PBF annual consolidated progress reports to the donors and the PBSO;
- Proceed with the operational and financial closure of the project in the MPTF Office system once the completion is completed by the RUNO. A project will be considered as operationally closed upon submission of a joint final narrative report. In order for the MPTF Office to financially close a project, each RUNO must refund unspent balance of over 250 USD, indirect cost (GMS) should not exceed 7% and submission of a certified final financial statement by the recipient organizations’ headquarters);
- Disburse funds to any RUNO for any cost extension that the PBSO may decide in accordance with the PBF rules & regulations.

Accountability, transparency and reporting of the Recipient United Nations Organizations

Recipient United Nations Organizations will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each RUNO in accordance with its own regulations, rules, directives and procedures.

Each RUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent from the PBF account. This separate ledger account shall be administered by each RUNO in accordance with its own regulations, rules, directives and procedures, including those relating to interest. The separate ledger account shall be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules, directives and procedures applicable to the RUNO.

Each RUNO will provide the Administrative Agent and the PBSO (for narrative reports only) with:

Type of report	Due when	Submitted by
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Semi-annual project progress report	15 June	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual project progress report	15 November	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
End of project report covering entire project duration	Within three months from the operational project closure (it can be submitted instead of an annual report if timing coincides)	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual strategic peacebuilding and PBF progress report (for PRF allocations only), which may contain a request for additional PBF allocation if the context requires it	1 December	PBF Secretariat on behalf of the PBF Steering Committee, where it exists or Head of UN Country Team where it does not.

Financial reporting and timeline

Timeline	Event
30 April	Annual reporting – Report Q4 expenses (Jan. to Dec. of previous year)
<i>Certified final financial report to be provided by 30 June of the calendar year after project closure</i>	

UNEX also opens for voluntary financial reporting for UN recipient organizations the following dates

31 July	Voluntary Q2 expenses (January to June)
31 October	Voluntary Q3 expenses (January to September)

Unspent Balance exceeding USD 250, at the closure of the project would have to be refunded and a notification sent to the MPTF Office, no later than six months (30 June) of the year following the completion of the activities.

Ownership of Equipment, Supplies and Other Property

Ownership of equipment, supplies and other property financed from the PBF shall vest in the RUNO undertaking the activities. Matters relating to the transfer of ownership by the RUNO shall be determined in accordance with its own applicable policies and procedures.

Public Disclosure

The PBSO and Administrative Agent will ensure that operations of the PBF are publicly disclosed on the PBF website (www.un.org/peacebuilding/fund) and the Administrative Agent's website (www.mptf.undp.org).

Annex B.2: Project Administrative arrangements for Non-UN Recipient Organizations

(This section uses standard wording – please do not remove)

Accountability, transparency and reporting of the Recipient Non-United Nations Organization:

The Recipient Non-United Nations Organization will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each recipient in accordance with its own regulations, rules, directives and procedures.

The Recipient Non-United Nations Organization will have full responsibility for ensuring that the Activity is implemented in accordance with the signed Project Document;

In the event of a financial review, audit or evaluation recommended by PBSO, the cost of such activity should be included in the project budget;

Ensure professional management of the Activity, including performance monitoring and reporting activities in accordance with PBSO guidelines.

Ensure compliance with the Financing Agreement and relevant applicable clauses in the Fund MOU.

Reporting:

Each Receipt will provide the Administrative Agent and the PBSO (for narrative reports only) with:

Type of report	Due when	Submitted by
Bi-annual project progress report	15 June	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual project progress report	15 November	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
End of project report covering entire project duration	Within three months from the operational project closure (it can be submitted instead of an annual report if timing coincides)	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual strategic peacebuilding and PBF progress report (for PRF allocations only), which	1 December	PBF Secretariat on behalf of the PBF Steering Committee, where it exists or

may contain a request for additional PBF allocation if the context requires it		Head of UN Country Team where it does not.
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Financial reports and timeline

Timeline	Event
28 February	Annual reporting – Report Q4 expenses (Jan. to Dec. of previous year)
30 April	Report Q1 expenses (January to March)
31 July	Report Q2 expenses (January to June)
31 October	Report Q3 expenses (January to September)
<i>Certified final financial report to be provided at the quarter following the project financial closure</i>	

Unspent Balance exceeding USD 250 at the closure of the project would have to be refunded and a notification sent to the Administrative Agent, no later than three months (31 March) of the year following the completion of the activities.

Ownership of Equipment, Supplies and Other Property

Matters relating to the transfer of ownership by the Recipient Non-UN Recipient Organization will be determined in accordance with applicable policies and procedures defined by the PBSO.

Public Disclosure

The PBSO and Administrative Agent will ensure that operations of the PBF are publicly disclosed on the PBF website (www.un.org/peacebuilding/fund) and the Administrative Agent website (www.mptf.undp.org).

Final Project Audit for non-UN recipient organization projects

An independent project audit will be requested by the end of the project. The audit report needs to be attached to the final narrative project report. The cost of such activity must be included in the project budget.

Special Provisions regarding Financing of Terrorism

Consistent with UN Security Council Resolutions relating to terrorism, including UN Security Council Resolution 1373 (2001) and 1267 (1999) and related resolutions, the Participants are firmly committed to the international fight against terrorism, and in particular, against the financing of terrorism. Similarly, all Recipient Organizations recognize their obligation to comply with any applicable sanctions imposed by the UN Security Council. Each of the Recipient Organizations will use all reasonable efforts to ensure that the funds transferred to it in accordance with this agreement are not used to provide support or assistance to individuals or entities associated with terrorism as designated by any UN Security Council sanctions regime. If, during the term of this agreement, a Recipient Organization determines that there are credible allegations that funds transferred to it in accordance with this agreement have been used to provide support or assistance to individuals or entities associated with terrorism as designated by any UN Security Council sanctions regime it will as soon as it becomes aware of it inform the head of PBSO, the

Administrative Agent and the donor(s) and, in consultation with the donors as appropriate, determine an appropriate response.

Non-UN recipient organization (NUNO) eligibility:

In order to be declared eligible to receive PBF funds directly, NUNOs must be assessed as technically, financially and legally sound by the PBF and its agent, the Multi Partner Trust Fund Office (MPTFO). Prior to submitting a finalized project document, it is the responsibility of each NUNO to liaise with PBSO and MPTFO and provide all the necessary documents (see below) to demonstrate that all the criteria have been fulfilled and to be declared as eligible for direct PBF funds.

The NUNO must provide (in a timely fashion, ensuring PBSO and MPTFO have sufficient time to review the package) the documentation demonstrating that the NUNO:

- Has previously received funding from the UN, the PBF, or any of the contributors to the PBF, in the country of project implementation.
- Has a current valid registration as a non-profit, tax exempt organization with a social based mission in both the country where headquarter is located and in country of project implementation for the duration of the proposed grant. (**NOTE:** If registration is done on an annual basis in the country, the organization must have the current registration and obtain renewals for the duration of the project, in order to receive subsequent funding tranches).
- Produces an annual report that includes the proposed country for the grant.
- Commissions audited financial statements, available for the last two years, including the auditor opinion letter. The financial statements should include the legal organization that will sign the agreement (and oversee the country of implementation, if applicable) as well as the activities of the country of implementation. (**NOTE:** If these are not available for the country of proposed project implementation, the CSO will also need to provide the latest two audit reports for a program or project-based audit in country.) The letter from the auditor should also state whether the auditor firm is part of the nationally qualified audit firms.
- Demonstrates an annual budget in the country of proposed project implementation for the previous two calendar years, which is at least twice the annualized budget sought from PBF for the project.⁴
- Demonstrates at least 3 years of experience in the country where grant is sought.
- Provides a clear explanation of the CSO's legal structure, including the specific entity which will enter into the legal agreement with the MPTF-O for the PBF grant.

⁴ Annualized PBF project budget is obtained by dividing the PBF project budget by the number of project duration months and multiplying by 12.

Annex C: Project Results Framework (MUST include sex- and age disaggregated data)

Outcomes	Outputs	Indicators	Means of Verification/ frequency of collection	Progress to date
Outcome 1: The effective development, implementation, monitoring, oversight of peacebuilding projects and the overall strategic direction of the PBF portfolio in Guinea-Bissau is ensured		Outcome Indicator 1 a: Enhanced collaboration of the PBF programme with other stakeholders (Government, Partners and PBF donors in the country) Baseline: 0 high-level synergy-building meeting dedicated to the PBF with partners (IFIs, bilateral/regional partners) Target: 2 high-level synergy-building meeting dedicated to the PBF with partners per year, alongside more regular interaction with partners technical focal points (every quarter) Outcome Indicator 1 b: Evaluation of PBF Secretariat by UN Leadership, RUNOS, and national stakeholders Baseline: 65% of respondents fully or partially satisfied (Dec/2019) Target: At least 75% of respondents fully or partially satisfied	Minutes of JSC meeting co-chaired by the Government and RC Minute of PBF donors meeting organized by RC Minutes of Joint Technical Committee meeting Survey. One per semester	Strategic coordination and collaboration among peacebuilding stakeholders have been strengthened through JSC and JTC meetings, high-level engagement missions, including the PBF Director's visit (October 2025) and the FCDO mission (June 2026), and the participatory development of the Peacebuilding SRF. The independent evaluation of the 2019–2025 PBF portfolio concluded that "<i>The PBF Secretariat in GB has acted as a key liaison between the UN system, national authorities, civil society, and other partners, facilitating coordination, quality assurance, and communication, while also addressing significant contextual, operational and capacity-related challenges. It has played a pivotal role in favoring the development, implementation, monitoring, and oversight of PBF projects.</i>" This independent assessment confirms the Secretariat's strategic contribution to strengthening coordination, enhancing portfolio performance, and fostering national ownership of peacebuilding efforts.

Outcomes	Outputs	Indicators	Means of Verification/ frequency of collection	Progress to date
	Output 1.1: PBF Secretariat Operations are running List of activities under this Output: 1.1.1: Prepare and help to ensure approval of new Prodoc for PBF Secretariat 2019-2020 until 2024-2026 1.1.2: Evaluate and renew staff contracts 1.1.3: Staff Attend Approved Trainings 1.1.4: Office equipped/ operational with purchases of equipment, supplies and fuel 1.1.5: Draft and submit half-year, Annual and Final Reports of the PBF Secretariat Project and Annual Strategic peacebuilding report	Output Indicator 1.1.1: Prodoc approved in 2019-2024 Percentage of ProDocs that are approved by PBSO based on the yearly approved investment plan without conditions every year Baseline: Target: 100%	Signed document	
		Output Indicator 1.1.2: Office has full complement of staff Baseline: 3 (2021) Target: 5 (end of 2024)	Performance evaluations	The PBF Secretariat team has been fully staffed and operational since June 2025.
		Output Indicator 1.1.3: PBF Secretariat Staff attend approved trainings Baseline: Target: 3 trainings completed	Certificates of Participation	1. Travel scheduled 2. BOR Shared 3. —
		Output Indicator 1.1.4: Office equipment are available and operational Baseline: Target: 4 new computers by March 2021 1 professional digital camera and all accessories	Equipment invoices	1. Supplies and Equipment Purchased 2. Office rental paid

Outcomes	Outputs	Indicators	Means of Verification/ frequency of collection	Progress to date
	Output 1.2: Effective project implementation, communication and coordination enabled to ensure proper Oversight, Coherence and Complementarity between Projects. List of activities under this Output: 1.2.1: Convene and facilitate bi-monthly coordination meetings with RUNOS 1.2.2: Convene and facilitate 2 evaluation workshops per year to help RUNOS prepare Mid-year and Annual Reports 1.2.3: Review and support finalization of Half-year, Annual Reports and Final Reports of RUNO projects 1.2.4: Support the development of TORs for consultants and for the Final Evaluations of RUNO projects 1.2.5: Attend monthly UNCT meetings as requested and Senior Management retreats and provide briefs and advice on PBF and general peacebuilding issues 1.2.6: Contribute to SG, PBC briefings and other reports and support PBC and or PBSO monitoring missions.	Output Indicator 1.2.1: Quaterly meetings Held with PBF Recipient Organizations to follow up on each project implementation Baseline: Zero Target: One quarterly meeting per active project	Meeting reports	Quarterly monitoring meetings with all active PBF projects are regularly conducted to identify implementation bottlenecks, agree on corrective measures, and strengthen adaptive management.
		Output Indicator 1.2.2: Quality PBF project Reports Submitted by the Deadline every June and December Baseline: Projects quality reports require improvement. Target: All PBF active projects submit quality reports by the official reporting deadlines	Half year and Annual Reports	All semi-annual and annual project reports are reviewed by the PBF Secretariat for quality assurance and submitted by the deadline through Kobo and Gateway platforms.

Outcomes	Outputs	Indicators	Means of Verification/ frequency of collection	Progress to date
	1.2.7: Hold phone meetings with PBSO as required to provide updates on Project Implementation as well as inform PBSO of the changing political context and support planning processes within the UN in relation to PBF activities. 1.2.8. Participate in PBSO convened meetings on PBF management, as requested 1.2.9: Coordinate PBF business with Heads of Agencies and the RC as needed and supporting the coordination role of the RC in the context of peacebuilding programming, including coordinating UN submissions to GYPI, clarifying the PBF added value/ niche in Guinea-Bissau and ensuring complementarity with other support	Output Indicator 1.2.3: UN Leadership provided with quality support and documentation to make decisions Baseline: 1 briefing document per year concerning the update on the portfolio implementation Target: 2 briefing documents per year concerning the update on the portfolio implementation	UNCT Monthly Meeting Agenda includes PBF	Updates on PBF portfolio are prepared and presented to RC/UNCT quarterly.
	Output 1.3: Enable Effective development of new Project Design List of activities under this Output: 1.3.1: Design, convene and facilitate effective stakeholder consultation processes for identification of priorities to	Output Indicator 1.3.1: Percentage of ProDocs that are approved by PBSO based on the yearly approved investment plan for the country Baseline: 0% (based on 2022 and 2023) Target: 100% every year	PBSO Approved projects	100% in 2025

Outcomes	Outputs	Indicators	Means of Verification/ frequency of collection	Progress to date
	be supported by the PBF and for new project development 1.3.2: Advise, support and review project proposals for submission to PBF and ensure that PBF-funded projects incorporate peacebuilding best practices and respond to PBF quality criteria. It also requires ensuring that at least 15% of the total PBF envelope is allocated to gender issues and / or support for women's empowerment	Output Indicator 1.3.2: New Projects have at least 30% of funds allocated to Gender equity or support Women's Empowerment Baseline: 40 % Target: 50% of project budgets dedicated to Gender equity and Women's Empowerment	Project activity budget shows gender specific activities	100% of active PBF projects are GM2 & 3, and 44% of the portfolio's total budget is allocated to GEWE.
Outcome 2: The agencies implementing PBF Funded projects are able to deliver on the implementation, monitoring and evaluation of effectively designed peacebuilding projects and effectively communicate the results of their interventions.		Outcome Indicator 2a: Each project implementation is On Track based on expected progress rate by the middle of the year and towards the end of the year. Baseline: 30% of project on track (June 2024) Target: At least 70% of projects are On Track	Mid year and Annual Reports	80%
		Outcome Indicator 2b: Improved PBF project monitoring systems and portfolio level data. Baseline: Not all projects have M&E and data collection instruments. Target: All new Projects have an improved monitoring system with data collection instruments designed after 6 months of approval, including baselines.	Mid-year and Annual Reports	60%
		Outcome Indicator 2c: Number of informative analyses provided by the conflict mapping system Baseline: 0 Target: 4 informative analyses per year in PT and ENG to be shared with stakeholders	Conflict mapping Reports	5
		Outcome Indicator 2d: % of PBF projects with CBM systems in place Baseline: 0 Target: 50% of projects with community targeted activities implement CBM systems to collect views on specific issues from community members particularly those affected by project interventions and use them as real time feedback mechanism on implementation	Mid-year and Annual Reports	There was no specific CBM system in place, although the IP has been using the existing mechanisms in their AFPs to monitor implementation, as well as the results of PBF-funded interventions at community level, such as the Listening Clubs, the AAP, etc.
		Outcome indicator 2e: portfolio-level data collection system designed and implemented by the Secretariat Baseline: 0	Mid-year and Annual Reports	

Outcomes	Outputs	Indicators	Means of Verification/ frequency of collection	Progress to date
	Output 2.1: Capacity-Building of RUNOs and implementing partners enabled through tailored technical support and training. List of activities under this Output: 2.1.1 Provide technical support (trainings) to the UN agencies, government and CSOs on the formulation of Peacebuilding project proposals and initial project implementation. This includes providing instruction and information about peacebuilding methodologies and resources as well as ensuring that PBF portfolio implementation partners and other key partners understand and appropriate the PBF guidance, reporting requirement and procedures for requesting 2nd Tranches and No-Cost Extensions. It also involves participating in the technical planning meetings of each PBF funded project. This also could involve enabling funds for consultants to facilitate the development or updating of the conflict analysis or other tailored assistance not envisioned in the projects themselves. 2.1.2: Convene Training and other events on Peacebuilding mainstreaming. Example topics include PB Mainstreaming; Innovations and cutting-edge approaches to Peacebuilding; nexus between climate change/environment, gender and youth responsiveness, conflict sensitivity, human rights-based approaches and peacebuilding, and on youth and women, peace and security agenda.	Target: 1 system designed and being implemented		
		Output Indicator 2.1.1: Number and type of training event convened by the Secretariat to increase peacebuilding capacity of partners and stakeholders Baseline: 2 Target: 3 trainings per year	Workshop Agenda	6
		Output Indicator 2.1.2: Satisfaction of PBF Secretariat stakeholders with technical assistance provided Baseline: 88.6% of respondents rated the quality of the technical assistance provided by the PBF Secretariat as Excellent, Very Good, Good, or Fair. (Nov/2021) Target: 95% satisfaction	End year surveys with RUNOS	

Outcomes	Outputs	Indicators	Means of Verification/ frequency of collection	Progress to date
	Output 2.2: Strengthen social communication and peacebuilding advocacy List of activities under this Output: 2.2.1: Assist RUNOs and UN System with communication strategies to ensure visibility of PBF activities as well as the PBF's visibility with print, TV, Radio and social media posts 2.2.2: Organize and facilitate national stakeholder meetings to ensure periodic updates on the implementation of the PBF portfolio. It includes public project presentations events to socialize new projects and/or closing projects 2.2.3. Maintain and regularly update a mapping of major actors and stakeholders in peacebuilding 2.2.4: Assist RUNOS in the development of stories in videos that feature emblematic stories and instructional videos that arise in implementation of projects. A 2.2.5 Develop semiannual newsletters about the main PBF interventions in Guinea-Bissau	Output Indicator 2.2.1: Communication Strategy developed and implemented Baseline: 1 (Dec 2020) Target: The strategy has been updated and widely disseminated; implementation is on-going	Updated communication Strategy; Updated implementation plan; Updated dissemination plan	The strategy has been developed and widely disseminated
		Output Indicator 2.2.2: # Human stories produced and published per project Baseline: N/A Target: two (2) human story per project per year in the framework of project reporting cycle	Social media posts on FB Web articles on UNCO and UN HQ webpages and newsletters Web articles in PBF partners webpages and newsletters	6
		Output Indicator 2.2.3: Number of Knowledge Products developed. Baseline: 1 Target: 7 including briefing documents, flyer, lessons learnt, awareness products.	Videos Case studies	5
		Output Indicator 2.2.4: Increased visibility and understanding of the PBF support thanks to more regular meetings (with partners), greater awareness-raising efforts vis a vis the PBF project beneficiaries, and strengthened communications directed at the general public as well as expert audiences (more articles, newsletters inserts, social media posts). Baseline: TBD Target: + 50%	Perception survey reports (partners / project beneficiaries) Digital communications data (increase in the number of PBF-related articles, newsletter inserts, social media posts, outreach and engagement figures, etc.)	All done except the specific donor meetings
	Output 2.3: Strengthen the PBF project and portfolio level monitoring and evaluation List of activities under this Output: 2.3.1: Assist RUNOs with on-going tailored technical assistance in M&E,	Output Indicator 2.3.1: Guinea Bissau peacebuilding Strategic result framework (SRF) defined in consultations with all stakeholders. Baseline: not available Target: SRF document available	Annual strategic report & Project reports	The process of developing the SRF is currently underway, and the document will be finalized end July

Outcomes	Outputs	Indicators	Means of Verification/ frequency of collection	Progress to date
	including assistance in preparing and reviewing project result frameworks and monitoring methodologies, ensuring their usability and coherence and looking for synergies in monitoring, data collection and analysis 2.3.2: Organize and conduct structured M&E visits to project sites. This can include organizing monitoring missions alone, with PBF Coordinator or with national focal point ministry to review the implementation of the PBF portfolio 2.3.3: Establish and support a conflict mapping mechanism to ensure there is higher-level data and analysis on issues that the PBF aims to contribute to through its various projects. Put in place a portfolio-level data collection and analysis system, including perception surveys and community-based monitoring, as appropriate, to ensure the availability of PBF portfolio-level data showing progress trends beyond individual PBF projects. 2.3.4: Put in place regular PBF project review and trouble-shooting mechanisms to ensure that implementation challenges are discovered and addressed early or reporting to UN management and PBSO for further action, through regular exchanges and meetings between the Secretariat and Recipient Organizations. 2.3.5: Support project evaluations and lessons learned. Includes accompanying field data collection of current and future project evaluations	Output Indicator 2.3.1: % of Projects with M&E plans developed and implemented Baseline: 66% Target: 100%	Project reports	57%
		Output Indicator 2.3.2: # number of follow up visits to projects sites. Baseline: Regular visits in Bissau, but not often to the regions, mostly during project evaluations (June 2022) Target: At least 2 visit per project per year during projects' implementation	Mission Reports	4
		Output Indicator 2.3.3: Data collection methodologies in place and being analyzed and reported Baseline: 0 Target: 1 per project	Mid year and Annual Reports include data collected and analyzed	Done regularly
		Output Indicator 3.3.3: Number of project evaluations finalized. Baseline: 6 evaluations concluded between 2020-2021. Target: All projects with budget ≥ \$1.5M undertake final evaluation.	Evaluation Report	7 evaluations were carried out, including the Independent Evaluation of the PBF portfolio, which covers the period from 2019 to 2025 and includes 12 projects

Annex C: Checklist of project implementation readiness

Question	Yes	No	Comment
1. Have all implementing partners been identified?	x		x
2. Have TORs for key project staff been finalized and ready to advertise?	x		
3. Have project sites been identified?			N/A
4. Have local communities and government officials been consulted/ sensitized on the existence of the project?	x		
5. Has any preliminary analysis/ identification of lessons learned/ existing activities been done?	x		Yes. An extensive evaluation was conducted in April 2017 ?
6. Have beneficiary criteria been identified?	x		x
7. Have any agreements been made with the relevant Government counterparts relating to project implementation sites, approaches, Government contribution?	x		
8. Have clear arrangements been made on project implementing approach between project recipient organizations?	x		UNCT
9. What other preparatory activities need to be undertaken before actual project implementation can begin and how long will this take?			N/A